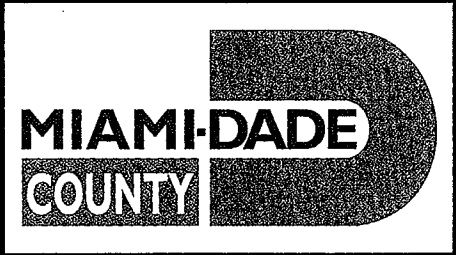


Miami-Dade County, FL

Director, Miami-Dade County Housing Authority



Bennett Yarger Associates

Miami-Dade County and Community

Covering the southern tip of the Florida peninsula, Miami-Dade County is bounded by Biscayne Bay and the Atlantic Ocean to the east, Everglades National Park to the west, the Florida Keys to the south, and Broward County to the north. One of 67 counties in the state, the County is the most populous and is also the 8th largest county in the nation with a current population of more than 2.3 million. Encompassing more than 2,000 square miles, the County is also larger than the states of Rhode Island and Delaware. Miami-Dade County offers year-round warm weather, and an abundance of diverse family and social activities, including cultural events such as the Florida Philharmonic, the New World Symphony, Florida Grand Opera, Miami City Ballet, the Coconut Grove Playhouse, a variety of festivals and carnivals including Carnaval Miami, Calle Ocho Festival, Junior Orange Bowl Parade and the annual Miami Reggae Festival. In addition recreational activities like golf, tennis, running, bicycling, roller-blading and fishing are enjoyed year-round. Professional sports include the Miami Dolphins (football), two-time World Series Champions Florida Marlins (baseball), NBA Champions Miami Heat (basketball), Florida Panthers (ice hockey), Atlantic Coast Hockey League, Calder Race Course, and Gulfstream Park (thoroughbred racing). The University of Miami also has the Miami Hurricanes, national champions in baseball and football.

Greater Miami's diversified economy includes manufacturing, service, trade, financial, agriculture, real estate and construction companies. The Miami International Airport has the third highest international passenger traffic in the United States and is commonly known as the "Hub of the Americas" serving as the vital gateway between the U.S. and Latin America offering more flights than all other U.S. airports combined. Greater Miami is also home to 500 multinational companies that serve North, South and Central America, as well as the Caribbean, Europe, Asia, Australia and Africa. The visitor industry is the County's number one moneymaker, employing approximately 14 percent of Miami-Dade County workers and injecting \$13.5 billion into the local economy each year. More than 10.4 million people including 5.6 million international travelers visited Greater Miami in the past year. Miami-Dade County also has the largest concentration of medical facilities in Florida, with more than 29,000 health care professionals and 28 hospitals. The University of Miami/Jackson Memorial Medical Center is the second largest public hospital in the nation. The County also has the 4th largest school district in the U.S. with 364,000 students, many top private and public colleges and universities, and the nation's largest community college. A variety of housing opportunities are available and residents enjoy the benefit of paying no state or city income tax.

With a Hispanic or Latino origin population of 57.3%, a Black or African American population of 21.6%, and White population of about 21% plus Asian, Pacific Islanders, and others, Miami-Dade County is a truly diverse community. People from all over the world come to Miami-Dade County adding to the already rich mix of culture, heritage, ethnicity and economics.

Miami-Dade County has received a number of awards and high rankings including #1 and #2 for the past four years as Best City for Doing Business in Latin America – (America Economia); #2 Top (U.S.) City for Hispanics to Live – (Hispanic Magazine); #3 County in the U.S. for Increase of New Business (U.S. Department of Commerce

Census Bureau); #1 Healthiest City in the U.S. (Natural Health Magazine); #4 Among Best Cities for Families (Child.com); and #1 for Miami Children Hospital rated as top hospital in the state (Child.com)

Often called the "Gateway to Latin America and the Caribbean," it is also the "Doorway to the Everglades." Miami is the only place in the U.S. with two national parks. The Everglades National Park is an untamed ecosystem unlike any other on earth, while Biscayne National Park is the only living tropical reef within the continental United States. Life in Miami-Dade County combines the advantages of a subtropical resort with a major metropolitan area. White sandy beaches with palm trees and ocean surf are located just a few minutes from major business, shopping and cultural centers. In addition, Miami-Dade County's unique international culture gives the region a uniquely exciting way of life.

Miami-Dade County Government

Since its formation in 1957, Miami-Dade County has had a two-tier system of government. Under this system, the County is comprised of a large unincorporated area and incorporated areas or municipalities. The largest cities are Miami (county seat), Hialeah, Miami Gardens, Miami Beach, North Miami, and Coral Gables. More than one million people live in the unincorporated area with the rest of the population residing in municipalities.

The State of Florida's Constitution was amended in 1956 to allow for a Home Rule Charter and the charter was adopted by referendum on May 21, 1957. On November 13, 1997, voters changed the name of the County from Dade to Miami-Dade to acknowledge the international recognition of Miami. The County is governed by an elected Executive Mayor and the Miami-Dade Board of County Commissioners (elected from 13 single member districts). Each Commissioner serves a four-year term. Commissioners are chosen in non-partisan elections by voters from the district in which the candidate lives.

The County Manager is appointed by the Executive Mayor, subject to approval of the County Commissioners in office. The County Manager is responsible for the day-to-day administration of one of the largest county governments in the southeast United States with a \$6.86 billion budget, 30,000 employees and 45 departments. The Manager is also responsible for carrying out the policies adopted by the Board of County Commissioners.

Most Directors of County Departments report to the County Manager through an Assistant County Manager. The County Manager has the right to suspend or remove any Department Head. The Manager also has the power to issue administrative orders, rules and regulations.

The Executive Mayor for Miami-Dade County is Carlos Alvarez. The County Manager is George Burgess.

Miami-Dade Housing Agency and Director

The Miami-Dade Housing Agency (MDHA), which is ranked among the ten largest housing authorities in the nation, administers various affordable housing programs to assist very-low, low-, and moderate-income Miami-Dade County residents in the following areas: sub-





sidized rental housing, homeownership, assisted living for the frail elderly, and rehabilitation of owner-occupied residential properties. MDHA owns and manages over 10,000 units of public housing and is administratively responsible for 16,000 units of federally subsidized private rental housing through the Section 8 program. MDHA owns a few non-subsidized rental properties as well.

MDHA community redevelopment activities have contributed significantly to expanding the availability of affordable housing for low- and moderate-income residents and generate payment of ad valorem taxes.

The MDHA has also implemented the Section 8 Homeownership Program, which provides Section 8 Housing Choice Voucher participants with the opportunity to purchase a home by applying their vouchers towards a mortgage payment rather than rent. Since its implementation late last year, three participants have become homeowners and many more are selecting homes.

The new Director of the Miami-Dade County Housing Agency must be a dynamic leader who is eager to assume a challenge and implement change. This role provides an exciting opportunity to apply one's lifetime expertise to a myriad of areas and formulate a strategic initiative for organizational transformation. Responsibilities include directing a variety of housing programs to include rental subsidy, mortgage financing, construction and rehabilitation in the form of low-interest loans; public housing property management and facility maintenance; and resident economic development programs. In addition to a staff of 700, the Director's fiscal responsibilities include a \$303 million budget, a \$200 million loan portfolio, \$40 million in affordable housing development funds, and \$800 million in assets. The key management team reporting to the Director includes: a Director of Assurance and Compliance, Director of Housing Development, an Executive Assistant to the Director for Communications, a Deputy Director with responsibility the following senior personnel: Director for Finance & Administration, Assistant Director for Finance & Administration, Director of Public Housing, Assistant Director of Public Housing, Director of Private Rental Housing, and Director of Development and Loan Administration.

Job Responsibilities

- Directs, through subordinate executives, managers and supervisors departmental activities involving public housing management and maintenance, resident economic development, administration of affordable housing programs, and financial management to include coordination with local public and private institutions.
- Directs through subordinate executives, managers and supervisors, a variety of departmental administrative activities including personnel management, departmental compliance with federal, state, and local regulations, housing inspections, loan servicing, and public housing security.
- Directs the monitoring of Agency compliance with all local, state, and federal regulations pertaining to public housing and affordable housing program management; reviews, analyzes, and directs the implementation of revised local, state, and federal regulations.

- Implements fiscal management policies and procedures for the control of expenditures and the management of revenues for all housing programs.
- Directs the development and implementation of long and short-range strategic planning; reviews and approves establishment of departmental goals and objectives and monitors progress through personal conferences and written reports.
- Plans, directs, and coordinates the formulation and development of housing management and operation policy in accordance with federal guidelines; develops departmental programs and functions; develops long and short range plans, goals, and objectives and monitors their achievement.
- Evaluates all aspects of the Agency and its operations and assesses the effectiveness of meeting the housing needs of the citizens of Miami-Dade County; reviews organizational patterns, staff responsibilities, work relationships, and organizational structures.
- Attends meetings, conferences, and seminars involving local, state, and national issues; meets with governmental, business, civic professional, media, and community groups to discuss, interpret and explain departmental policies, programs, and objectives.
- Meets with executive, managerial, and administrative employees to discuss and resolve budgetary issues, review projects and programs, establish or redirect priorities, review policies and procedures and legislative proposals, and implement improvements in operations.
- Coordinates Housing Agency operations with other County Departments, USHUD, and other local, state, and federal agencies.
- Makes decisions regarding hiring, discipline, and promotion of subordinates; exercises authority for departmental personnel actions consistent with collective bargaining agreements, County personnel rules, and all other applicable rules and regulations.

Issues, Challenges and Opportunities

On April 26, 2006, the County Manager appointed a Miami-Dade Housing Agency (MDHA) Management Assistance Team to work in tandem with the Interim Director to analyze certain Agency functions and make recommendations for improvement. A Preliminary Report was issued in July, 2006. This report details challenges in the following areas:

- Finance & Administration, including Management Information Systems and Employee Relations;
- Development and Loan Administration, with a focus on programs funded by the Documentary Stamp Surtax;
- Private Rental Housing Division, including Inspections, Customer Service and Information, and Operations;
- Infill Housing Reorganization; and
- Scott/Carver Homes HOPE VI Revitalization Program (HOPEVI)

A copy of the Preliminary Report is available upon request.

Management Style and Personal Traits

Additional challenges require:

- Performance as an innovative change agent who will craft a strategic plan for the Agency that will fulfill the mission of the organization and conform with the County's vision of "Delivering Excellence Every Day"
- Development of an up-to-date Housing Master Plan
- Resolution of maintenance and other issues related to relatively old housing stock
- Evaluation of the Agency's organizational structure to ensure efficient operations, regulatory compliance, quality management, and superior service delivery
- Creation of an environment which will motivate staff and reward stellar performance; succession planning
- Formation of an action plan to address community needs and to improve community relations
- Restoration of the Agency's credibility and improvement of media relations
- Creation of an environment of professionalism and mutual respect

Qualifications

Education and Experience

- A Bachelor's Degree in Business or Public Administration or a closely related field. Master's Degree preferred.
- A minimum of ten years of progressively responsible experience in affordable and assisted housing to include public housing management, Section 8 programs and other housing and economic development programs.
- Significant management and supervisory experience.
- Familiarity with a variety of housing programs to include rental subsidy, mortgage financing for Surtax program, public housing construction and rehabilitation and low interest loans.

Candidate Expertise

The successful candidate should have strong leadership, communication, and interpersonal skills as well as solid presentation, organizational, and management abilities. This person should demonstrate significant expertise in:

- Project management to include directing the development and implementation of comprehensive project plans and the assessment of the qualitative fulfillment of all deliverables
- All aspects of fiscal management to include the management of complex budget and accounting procedures and experience with the financial attributes of comprehensive public and assisted housing programs
- Pertinent housing, economic and community development strategies
- The principles and practices of public administration
- Public management theory and practice including finance, personnel, planning, development, community relations, organizational management, and communications

In addition, the Director must be able to:

- Work successfully and collaboratively in a diverse community
- Demonstrate an energetic, results-oriented management style
- Possess a strong commitment to public service

The successful candidate will be a strong, proactive and results-oriented leader who is visible and credible with staff and the community. He/She should be dynamic, politically astute, approachable, and comfortable working in a diverse, complex organization. The ability to interact well with the County Manager, Board of County Commissioners, other elected officials, colleagues, local and national representatives and the community in a professional and collegial manner is essential.

The person should be an innovative leader who embraces challenge, thinks analytically, and plans creatively. He/She should have superior management skills which enable the direction of projects and programs and ensure qualitative delivery of desired goals and objectives. A good intuitive sense and strategic vision is a must! This person should be confident and self-assured with demonstrated successful experience in housing management.

The selected individual must also have a high degree of integrity, be facilitative rather than confrontational in nature, and believe in the mission and goals of the Housing Agency and Miami-Dade County. The new Director should be able to delegate effectively, seek innovation and champion good ideas from a variety of sources, and be willing to be hands-on and work collaboratively when needed and appropriate.

He/She should also have excellent verbal and written communication skills, have an appreciation of technology, and be a team builder and advocate of staff development.

Finally this person should be able to interact well and comfortably with a population of various ethnic, social, economic and political backgrounds, and be able to approach challenges with confidence, energy and an honest desire to make a positive difference.

Compensation

The salary range for this position is \$138,050 to \$244,913, commensurate with experience. Miami-Dade County also offers an excellent fringe benefits package that includes a noncontributory pension plan with the Florida Retirement System, group medical, dental, life, and disability insurance, annual physical exam, deferred compensation, 401(a) contribution, annual and sick leave, parking or Metrorail pass, car allowance, and an annual executive benefits allowance of \$10,000. Details are available upon request.

How to Apply

This search is on a fast track. If you are interested in this outstanding opportunity, please submit a detailed resume **immediately** to:

Robert L. Neher, Jr., Executive Vice President

Bennett Yarger Associates

1501 3rd Street, Sacramento, CA 95814

Phone: (916) 443-2421 Cellular: (310) 809-0618

Fax: (916) 443-5949 E-mail: rneher@bennettyarger.com

Applications are preferred electronically to www.bennettyarger.com.

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above.

Miami-Dade County is an Equal Opportunity employer. Qualified women, minority, veteran and disabled candidates are encouraged to apply.

The Florida Sunshine Law requires that resumes or related information are subject to disclosure. Bennett Yarger Associates will endeavor to maintain confidentiality within the confines of applicable law.

MDHA Grievance Hearings Reorganization Plan

Introduction

The Miami Dade Housing Agency (MDHA) in accordance with U.S. Housing and Urban Development (USHUD) regulations and through its Section 8 Administrative Plan and Public Housing Admissions and Continued Occupancy (ACOP) plan, as required by U.S. HUD, ensure that all applicants and participants receive due process when negatively affected by policy decisions. These plans encompass all applicant and participant activities related to the Applicant and Leasing Center, Section 8 and Public Housing programs.

Reorganizing the Hearing Process

In an effort to enhance due process, the current hearing officer staff will be expanded through the creation of a hearing officer pool inclusive of all administrative officers and special project administrators throughout MDHA. This process involves the assignment of hearing duties, on a rotating basis, to hear and render decisions on cases brought forth for denial (applicant) and termination (participant) of assistance.

A hearing training manual is being developed, addressing hearing protocol and applicable federal regulations governing admissions and continued occupancy. Staff from Quality Assurance and Compliance and the County Attorney's Office will conduct hearing officer training. This training is projected to take place during the first week of October 2006.

All oversight and coordination functions concerning the operational aspects of the hearing process will continue to be the responsibility of Quality Assurance and Compliance. This will include the 30-day tracking of denial of assistance letters to applicants, hearing request intake, scheduling of hearings, write-up of hearing decisions, and letters to applicants failing to request hearings, and tracking of hearing results.

Hearings will be scheduled in 90-day blocks to allow ample notification to clients and hearing officers. Hearings officers will be assigned on a rotation schedule, to preside over a one-day hearing schedule. If all administrative officers and special project administrators participate, each hearing officer will be assigned a full day of hearings once every six to eight weeks.

Hearing officers will document the hearing proceedings and the reason(s) for arriving at the decision. The hearing office will be responsible for the preparation of the decision letter, which will be forwarded to the hearing officer for signature. The hearing office will be responsible for entering data into the hearing database and for mailings and distribution. According to policy, MDHA must render a decision in writing to the client within 30 days from the hearing date. This process proposes to shorten this time from submittal of the hearing form to mailing of the decision letter to the client.

Applicant Hearing Pilot Program

An initial pilot project will be first instituted focusing on hearings for applicants. Due to the number of denials of assistance to applicants, the pilot program would provide a testing ground for the rotation of hearing officers, and in establishing a smooth process concerning the administrative oversight of the hearings. Hearings concerning Section 8 and Public Housing residents will be phased into the process.